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26 January 1972

MEMORANDUM

SUBJECT: Studies in Intelligence

1. CIA officers at all levels have become increasingly concerned with the need to expand the scope of professional dialogue throughout the Agency. This memorandum suggests how *Studies in Intelligence* could be used to achieve this goal. Like journals of other professional groups, *Studies* should serve a variety of functions: to be a continuing record of intelligence, to educate, to inform, to provide news about latest developments, and to be a forum for new ideas and techniques. *Studies* should appeal to a wide range of professionals.

2. A content analysis of selected past issues of *Studies* suggests some reasons for the journal's relative lack of appeal. The analysis revealed that very few articles dealt with controversial subjects, such as how the intelligence product is used by consumers. Many articles could only have been appreciated by those already expert in the topic discussed.

agree | 3. *Studies* is limited in scope largely because its wide circulation outside of CIA creates security problems. A first step in revitalizing the journal would be to circulate it only within CIA (and perhaps to a small audience of senior career intelligence officials outside the Agency). This would make it possible to discuss new and even contentious matters, past clandestine operations, and Agency history. We recommend that the editorial board of *Studies* survey the journal's popularity among its non-Agency subscribers. If *Studies* is not widely read, the board could eliminate its external distribution; if missed, a sanitized version of the journal could be distributed to the community.

agree |

4. There is a large CIA audience with a desire and a genuine need to read candid accounts of past Agency activities -- successes and failures. In addition, the journal could help

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dispel some myths about the Agency. The recently published booklet entitled *Facts About CIA* (November 1971) and the Executive Director's memorandum, *FYI - Allegations and Answers*, are a good start but cannot, by their very nature, treat various subjects as thoroughly as a professional journal. Moreover, a publication that discusses topical and potentially controversial subjects about the nature of CIA's mission would greatly increase morale and understanding among our professionals.

5. A revised *Studies*, published more often, could also consider general problems of management, such as career development, the evaluation of individual performance, and the hiring and treatment of minorities. There is currently no other readily available publication for discussing these issues. Whereas a newsletter or bulletin published more frequently than a substantive journal would have some advantages in this regard, we believe that a representative editorial board should have the overall responsibility for both news and substantive articles.

6. Thus, we recommend that the editorial board of *Studies* be given a new charter, an increased subsidy, and be expanded to be more representative of the spectrum of Agency professionals. The addition of younger members of the board could have an impact in generating contributions that would appeal more to their contemporaries. Although we recognize that professionals should need no inducements to submit articles to the journal other than pride in their work, the rewards for doing so should be increased. It is a mark of considerable distinction to publish in the journals of other professional groups, and this usually has a strong bearing on one's prospects for advancement. It should not be different here.

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